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Personnel

UNITED STATES AIR FORCE ACADEMY

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This directive prescribes the purpose and responsibilities of the United States Air Force Academy (USAFA), and references Air Force Mission Directive 12, *United States Air Force Academy*. Under Title 10 United States Code Section 9331, the Secretary of the Air Force (SECAF) is responsible for prescribing the organization of the United States Air Force Academy. Department of Defense Directive 1322.22, *Service Academies*, establishes policies that the Secretary must adhere to in prescribing the organization of the Air Force Academy. The Paperwork Reduction Act of 1974, as amended in 1996, affects this publication. Records Disposition: Ensure that all records created by this AFD are maintained and disposed of IAW AFMAN 37-139, *Records Disposition Schedule*.

1. Purpose. To educate, train, inspire, and develop United States Air Force Academy (USAFA) cadets into outstanding Air Force officers with knowledge, integrity, outstanding moral character, leadership skills, cultural understanding, and discipline; motivated to pursue a career of exemplary service leading the world's greatest air and space force during a lifetime of selfless service to the nation. The USAFA will accomplish this mission through four principal program areas of equal importance: Character Development, Educational Development, Leadership Development, and Physical Development.

1.1. Character Development.

1.1.1. Maintain a Cadet Honor Code that establishes in each cadet a sense of personal integrity that will serve as the cornerstone for a life of dedication to our country.

1.1.2. Develop in each cadet a standard of values and those qualities and skills, such as a strong sense of honor, duty, integrity, moral-ethical strength, intellectual interests, discipline, strength of character, the ability to maintain equitable relationships within a diverse workforce, and the ability to build and maintain trust, individually and organizationally, necessary to progressive and continuing development as a person of integrity and a professional military leader.

1.1.3. Teach cadets that loyalty to the values of the institution of the Air Force must be placed above loyalty to any individual or peers.

1.1.4. Commission only officers of integrity and outstanding moral character.

1.2. *Educational Development.*

1.2.1. Provide a broad education in the arts and sciences leading to a Bachelor of Science degree.

1.2.1.1. Orient, structure, and maintain the core academic curriculum, as well as requirements associated with academic majors, to emphasize mastery of the scientific and technical subjects in order to develop Air Force officers who can conceptualize, acquire, test, deliver and sustain new and innovative technologies.

1.2.1.2. Develop future Air Force officers with international insight, foreign language proficiency, and the cultural understanding to meet the requirements of the expeditionary air and space force concept. For those cadets who pursue degrees in the humanities and social sciences, observe stringent requirements for the study of foreign languages.

1.2.1.3. Foster in each cadet, in the prescribed subject areas, the acquisition of knowledge that focuses on mastery of reasoning processes, clarity of expression, the ability to make sound decisions, and the ability to weigh, integrate, and apply such knowledge and skills to problems of national security and military operations.

1.2.2. Motivate cadets to seek and excel in initial assignments as operational professionals performing the front line warfighting mission of the Air Force before branching off into non-combat related functional career fields.

1.2.3. Develop within each cadet, a thorough understanding of, respect for, and full and active support of military to civilian relationships inherent in military service.

1.3. *Leadership Development.*

1.3.1. Train cadets in the basics of leadership so the enduring leadership competencies become internalized behavioral and personal characteristics. These competencies will lay the intellectual foundation and discipline that will be essential throughout their careers.

1.3.2. Develop cadets who aspire to leadership, both at the Academy and as commissioned officers. Develop leaders who can continue to serve the American people with distinction and competence in peace and in war.

1.3.3. Foster in each cadet an enduring commitment to the career long practice of mentoring and developing airmen for the future.

1.4. *Physical Development.*

1.4.1. For all cadets, conduct an intensive and progressive program of physical education that achieves and sustains a high standard of physical fitness, acquisition of lifelong athletic skills and a desire to continue post-collegiate athletic endeavors that foster a lifelong commitment to fitness.

1.4.2. Provide intramural, intercollegiate, and club athletic programs that entail participation by all cadets, contributing to a lifelong commitment to fitness, while providing leadership and character development opportunities and teaching them how to work in teams to achieve goals in a high stress environment.

2. Operational Principle. All USAFA organization processes and procedures will mirror those of the operational Air Force, unless specifically exempted by the Secretary of the Air Force (SecAF).

3. Responsibilities.

3.1. Secretary of the Air Force Order (SAFO) 103.1 charges the Assistant Secretary of the Air Force (Manpower and Reserve Affairs) with responsibility for oversight of Air Force education and training. This responsibility extends to and encompasses the operation of the USAFA.

3.2. The Chief of Staff of the United States Air Force (CSAF) is the immediate superior to the USAFA Superintendent and the USAFA is a Direct Reporting Unit (DRU) to the CSAF.

3.3. The Superintendent of the USAFA will serve as the Commander of the USAFA and has authority, inherent in command, to organize and employ personnel, equipment, communications, and facilities as necessary to accomplish the USAFA mission through effective planning, directing and controlling of USAFA personnel and operations. In addition, the Superintendent will:

3.3.1. Utilize a strategic planning process to define goals, and specify measurable objectives, tasks, and metrics.

3.3.2. Comply with and support the Board of Visitors (BOV) Charter, signed by the SecAF and President of the BOV, in order to encourage meaningful BoV engagement in overseeing the Academy, and providing substantive, meaningful recommendations on its operations to the Superintendent, SecAF, and the President.

3.4. The Deputy Chief of Staff for Personnel (AF/DP) will:

3.4.1. Develop, implement and maintain Air Force Instructions (AFI) providing specific guidance for implementing this policy directive, making maximum use of performance-oriented management goals, objectives and metrics.

3.4.2. Monitor USAFA's achievement of goals and objectives using the performance metrics established in the AFI and ensure deviations outside of the desired parameters are reported to the SECAF and CSAF on no less than an annual basis.

3.4.3. Recommend to the CSAF the composition of any advisory or evaluation boards.

3.4.4. Ensure USAFA assignment opportunities are included in all career path counseling tools developed by functional managers.

3.5. The Assistant Secretaries and Deputy Chiefs of Staff will:

3.5.1. Conduct matters in their functional areas directly with the USAFA.

3.5.2. Keep the SECAF and CSAF informed on matters of concern within their respective areas.

3.5.3. Coordinate with AF/DP on any of those matters from paragraph 3.5.1. that might impact performance parameters in the implementing AFI(s).

3.6. MAJCOM Commanders will support the USAFA as needed.

4. This Policy Directive implements Chapter 903 Title 10 United States Code, *United States Air Force Academy*, and Department of Defense Directive 1322.22, *Service Academies*.

JAMES G. ROCHE
Secretary of the Air Force